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28 March 1955

MEMORANDUM FOR: Director of Personnel

SUBJECT : Memo, 25 February 1955 from IG to DCI,  
Subject "Ten Ways for Improving CIA's Personnel  
Management"

REFERENCE : Your Memo, 7 March 1955, Same Subject

1. Since items 1 and 2 bear directly on the operations of Classification and Wage Division, these will be commented on specifically. General comments only will be offered on the balance of the Ten Points.

2. Point 1: Attitude of Service:

a. There can be no argument with the principal that GWD like other components of the Office of Personnel exists to give service to the primary mission of the agency. Our staff members have been informed again and again that they are in a fluid program rather than one rigidly controlled by statutes and that effectiveness depends on reaching common understanding with operating officials as to the Agency's need for and advantages of uniform pay practices. It would be an obtuse person indeed, who did not by this time recognize that we have no legislative mandate. The IG states that we are to do "what the CIA wants not what the CSC wants". As far as this Division is concerned, this is a cryptic remark since the CSC to the best of our knowledge wants nothing of us. Indeed our contacts with them are extremely limited, being confined to such things as, classification aspects of employee appeals, and copies of pertinent issuances such as advanced in-hiring rates for scientific and engineering occupations. Perhaps this intangible matter of attitude can be better discussed in terms of speed and quality of service and working relationships.

b. Every effort will be made to improve speed of handling T/O requests and personnel actions, through the medium of close follow-up on reports of cases holding, shifting work force to meet various priorities, and impressing the staff with necessity for action, even if such action must, when warranted, be taken on the basis of sketchy information. It would be foolish to deny that there have been cases where we have been "off" on our timing and perhaps given priority to certain requests where such priority could better have been given to others. On the other hand, extraordinary

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service has been given on occasion. In the latter category was the processing of CI Staff T/O of [REDACTED] which were requested at GS-15 or better. This request was reviewed, discussed with the officials concerned, and a machine listing developed within 48 hours of receipt. Suggestions to improve our service are tied in with the staff study now being prepared on a "Revised Personnel System".

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c. The item of quality of service is one on which no apologies are offered. The development of the CIA Occupational Handbook which steers a course between published agency policy on conformance in principle to the Glass Act of 1949 and shapes these principles to the unique occupational requirements of the Agency is an example of the service rendered by this Division. Initiative has been taken in developing and presenting to higher authorities a series of proposed CIA regulations which seek to clarify Agency policies on salary and wage matters so that this Division as well as the operating components can be aware of what the Agency actually wants in these areas. [REDACTED] overslotting is cited as an example of the constructive approach taken by this Division on operating problems. The development of the IBM Position Control Register has been accomplished and a standards program initiated so that operating officials would have a better understanding of grade-level characteristics and the values of the different occupations. Invariably where controversial or precedent allocations have arisen, these have been "staffed-up" and presented to higher authorities for decision. This Division has not presumed that it has blanket authority to over-ride operating requests. Rather, it has assumed its role to be that of a central coordinating body to implement (and emphasis is on implement) Agency Personnel Policy with respect to uniform pay practices and equity of compensation in accord with our delegation by the Director of Personnel. This is the spirit in which, for example, the survey of the Logistics Office was undertaken and accomplished, the study of wage rates [REDACTED]

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[REDACTED] and the clarification and codifying of types of duty assignments in the ORR completed. On the Covert side, the full-time services of one staff member were given the FE Division including physical presence in the Division for the bulk of working time, an arrangement which was not particularly convenient for this Division but which was done to assist and expedite the many field and departmental T/O revisions of FE. In the case of the TSS, an advance T/O listing was recently given of grades and titles so that personnel planning could proceed even though such action represented, from a bureaucratic standpoint, "jumping the gun" without formal DD/A or AD/P (at that time) approval of the proposed revision. In eight hours of continuous session, the grades and titles for the TSS annex to the SR NAC T/O were hammered out with representatives of the Senior Representative, FE Division and

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TSS, although this action was subsequently criticized by representatives of the Management Staff as being in advance of the fact of approval. The point being made is that the operators are entitled to competent professional assistance when they need it, even if the procedural book must occasionally be by-passed, subject, of course, to the normal amount of discretion and common sense. As to what we intend to do in the future on the item of quality of service, it is simply to try to maintain the standard set by the former Chief, Classification and Wage Division; and to throw our whole-hearted efforts into the study you have requested of possible revisions to the T/O system in the interests of greater procedural flexibility. <sup>are well</sup> ~~This is designed~~ to accelerate the standard position description and position standard programs so that the operator will be in possession of guides to enable him to tell the values of the different occupations.

d. The matter of working relationships presents no problems as far as this Division is concerned. For example, of the average of six Class and Wage Officers who have been servicing Covert components for the last six to eight months, four have received letters of commendation from operating officials. These letters have shown an appreciation of salary and wage administration in the covert area and are testimonials as to the general competence which these officers have shown in handling the problem. You are familiar with the field trip made by one staff member at the direct request of the Assistant Director of Communications to review and assist in field station grades and manning tables. Requests are presently on hand for the TDY services of additional personnel in both the EE and FE Areas to furnish expert advice on field compensation and occupational requirements. In a relationship where tension and strain are implicit, this is a rather remarkable record. As to where we go from here, nothing spectacular is offered. Rather a continuance of day-to-day attention to the building of proper relationships is called for, along with conduct on the part of the individual staff members which will earn the confidence of the operators. Salary and Wage Administration will never be a "bed of roses" in either industry or government, and we are perfectly willing to stand corrected on anything we have done or failed to do, and to work continually toward safeguarding the excellent working relationships which have been established to date.

### 3. Point 2: New Blood:

a. This is not entirely a new approach, but one which this Division endorses in principle. You are familiar with the serious in-roads made on our personnel by recent transfers to operating

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offices -- particularly in the Covert Branch. There, over half the personnel could be classified as "new blood" with but few classifiers who have had any substantial experience in covert job classification. Even this continuity is now threatened by the proposed transfer of the Branch Chief to the Planning and Analysis Staff. Although this is not what the Inspector General had in mind, it must be noted that in staffing the Division, attention was given to the item of new blood in one form at least. Although many of our staff have conventional classification (CSC type) backgrounds, which we still maintain is an excellent technical preparation for our assignments, we have varied the composition of the staff by selecting personnel from other fields. The present Chief, Covert Branch, has both private industry and federal service experience of a wide variety with concentration prior to entry in CIA on military occupational classification. The Deputy Chief, Covert Branch, came to us with an industrial job analysis background. Accordingly, the CSC influence on key Covert Branch personnel is hardly believed to predominate.

b. However, a constant influx of new blood to the Division may not be consistent with the number one objective of providing the greatest possible service to the operating components. In the classification and wage administration field, it has been long conceded that a Classification and Wage Officer can best service an Office after he has had a chance to become thoroughly familiar with its operations, its personnel, and the responsibilities of all its positions. To reach this stage takes, in our opinion, six months to one-year of the Classifier's time--providing he is an experienced classification technician at the beginning. Accordingly, if we are faced with the task of training a great deal of "new blood" not only in the field of classification but also must make allowance for the time required for familiarization with an assignment, our effectiveness in providing optimum service to the operating components cannot but be impaired. It must be noted though that if the "new blood" is already familiar with the operations of the component in which he will be the Classifier, the time for an individual achieving an effective operation can be shortened. Finally, if "new blood" is to be the rule, it will be necessary to maintain continuity in the "key" positions of the Division, in particular, a Branch Chief and his Assistant should not both leave the Division during the same year, and a minimum two-year tour established as a guide line for classification and Wage Officers.

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c. In connection with the continuity concept expressed above, Operating components have endorsed this policy, particularly in connection with arranging for field trips for individual Staff Members. At the current time, the three Division Personnel who spent three months surveying [REDACTED] positions have been transferred from the Division, and we are faced with sending a completely new team to that location for the resurvey of that organization.

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4. Except for Points Three, Eight and Ten, the balance of the Ten Points do not involve this Division directly and comment on them is best left to the components concerned. The course in personnel administration does appear to be an excellent idea which would stop many of our problems at the point of origin. The idea of appointing a woman to a high executive post in the Office of Personnel is a 'special interest' type of appointment which may be justifiable since women account for much of the Agency turn-over. However it is believed that no matter who is appointed to watch out for the welfare of women, that Nature will have the last word and the future of the race will win out over the Career Service.

5. As to Point Ten, "handling of people like human beings," one of the cardinal principles of classification and wage administration is that "positions will be evaluated not individuals". We do not recommend an abandonment of this principle but feel more can be accomplished if we continue to appraise objectively the level of positions and provide other means for permitting personnel actions to be taken in consideration of personalities involved, such as for example, overslotting as authorized [REDACTED]. We shall continue, however, to recognize the fact that very frequently the "individual makes the job" and give full credit in evaluating the job on the basis of duties and responsibilities assigned by virtue of incumbency by a specific individual. In addition, we realize and will continue to recognize that in evaluating professional positions, consideration must be given to the unique talents or experience which the individual brings to his job.

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[REDACTED]  
Deputy Chief, Classification  
and Wage Division

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